- Training needs to according to the level of the participants.
- Programs like account, management, English language, Report writing, proposal writing, monitoring and evaluation and training of trainers need to be held more frequently than the others.
- Training need to be in two times (morning and after noon).
- Programs need to be continued.
- Waste of time should be avoided in the provision of pick and drop of the participants.

**Ms. Zohra Bayat**
- Training of the professional staff in management, of the teachers in the teaching methods and skills and provision of the simple and local teaching aids those are available.
- These training, at this stage of being refugees and lacking professional staff with thousands of problems, need to be continued so that the teachers will enhance self-confidence and avoid time consuming activities.

**Individual name is not given**
- I think the programs that you have followed can really meet the needs of working in organizations specially individuals who work in specific fields. But as the long lasting war of 23 years has destroyed all humans right standards and values, this problem so more commons in women of Afghanistan. Most of them are unaware about their rights. So if you provide workshops on this subject it would be quite useful.
  Eventhough, this program is being performed by other organizations too, according to its importance in the society, the more we work on it the better results will come out.
  This concept is a productive in the instruction of the employee's techniques of work in a better way.

**Individual:**
- The content of courses should be reviewed. Especially the practical work. Like, method of making ORS is repeated in many programs.
- ToT programs need to be arranged more frequently because it contains the most important need, moreover if a session of child –care program is also included it would be if more useful.
- Programs should be arranged in the morning and afternoon because some organizations have problem with the timing of the courses.

**Ms. Nargis Hashimi from (AWEC)**
- For the better results and effectiveness on the program I want to suggest that more time should be given to proposal writing and management courses and they should be held at least once a month to meet the needs of people and the society.
- Courses need to be relevant according to the individuals' field of work and potential talent.
- If you plan some training on Human Rights and individuals rights in the society that contribute with awareness about the life situations of Afghans in camps it would be of great impotence. By this we will be able to understand the pain and hardships of their lives.
- Establishment of professional seminars for schoolteachers inside their educational centers would be of great help.
- The terms and expressions in the content of the training materials need to e given in our own local languages.

**Ms. Shafiqa from (AWF)**
- Length of the training session's needs to be prolonged so that enough time can be given to the practical work of course.
- Time of the training need to be planned and arranged in a way that there can be two courses in a month.

**Ms. Nafisa Khatibi From ( ECAW )**
- After the training, graduates should be supervised and evaluated in their fields.
- Management and proposal writing courses need to be held more frequently.
- Priority should be given to those candidates who are really in need.
- Afternoon classes should also be included in the program.
- AITM training should be available inside Afghanistan too.
- Islamic teachings should also be included in the programs.

**Individual**
- Provision of Report writing and Proposal writing in English language would b e more use because 90% of reports and proposals are written in this language.
- Gender workshops should be for men only because when it is joint, it won't be according to the concept of the community and will cause severe conflicts during the discussions.
- Length of time for certain workshops specially training of trainers should be more.
- More chance should be given to the individuals who have good educational background but they are jobless because those people are talented and experienced but due to the lack of educational documents don't have employment opportunities.

**Ms. Nazifa From ( BE BE MARYAM )**

- Such training in fields of work should be continued.
- Length of time for some workshops should be made longer.
- All organizations and jobless persons should also be given the opportunity of participating in these workshops.
- Training need assessment should be conducted.

**Ms. Nargis From (Fatima-tu-Zuhra)**
- Establishment of computer courses for female.
- Programs should be planned according to the needs of the organizations.
- Training on the methods of preparing C.V. and interviewing should also be included in the programs.
- Contents of the course of curriculum design should be further developed so that our new generation can be educated in better way.
- Programs of health education should also be kept in consideration for better work on control of diseases in the camps.

**Individuals**
- The period of practical work should be expanded in the workshops.
- According to the demand of organizations, some of the workshops should be held more frequently.
- More length of time should be given to the courses such as Report writing, Proposal writing, Management, Business, Marketing and so on.
- Some of the professional training should be given over time too. (In the afternoon)
- Surveys should be done to assess the needs of training in different areas.

*<u>After the individual work, pair/couple work took place which the work is not reflected here. Following the pair work, four groups were formed among the participants. Thus there work is as follows:</u>*

GROUP ONE:
1. In order to avoid ignoring our culture the publication on activities of AITM needs to be in local languages beside the English language.
2. Initiation and conduction of the teacher training courses during holidays of schools/summer vacation.

**GROUP TWO:**

1. The participants after implementation of each program should be evaluated for their field work.
2. The duration of workshops such as monitoring, proposal writing, report writing, English, management and accounting.
3. Islamic education/studies (Thaqafat-e-Islami) to be included to the programs.
4. Execution of the programs in the afternoon also (in two time).
5. The foreign phrases such as fund, part instead of our own not to be included into Dari and Pashtu languages.
6. The knowledge and field level of the participants need to be identified and taken into consideration.
7. Implementation of the program inside Afghanistan also.
8. Conduction of seminars in various fields in the schools.
9. Review of the transport (to increase it in order to avoid loss of time).
10. Continuation of the workshops.

    1. Ms. Nafisa Khatibi
    2. Ms. Qmar Safi
    3. Ms. Zuhra Bayat
    4. Ms. Shafiqa Malikzai
    5. Ms. Nargis Hashimi

**GROUP THREE:**

- The pre-intermediate Englosh language classes need to be welcomed.
- The re-conduction of the courses such as ToT, report writing, curriculum design, cooperation/coordination among agencies, and accounting in series of learning need to take place.
- Attendance of the participants need to be strictly observed otherwise the one who does not regularly attend should not get certificate.
- Cultural training courses (Thaqafat-e-Islami).

**GROUP FOUR:**

It seems that this group again covered the first assignment.

**Effectiveness:**

- All the AITM programs implemented for the staff of NGOs were very effective such as:
    - report writing
    - proposal writing
    - management
    - gender
    - cooperation and coordination
    - etc.

**Ineffectiveness:**

Non

***In the last stage of the workshop, participants were divided into two groups of A and B and were asked to combine their findings and recommendations on the flipcharts and present them.***

**GROUP A:**

1. The duration of some workshops such as: monitoring, proposal writing, report writing, English, management, accounting, curriculum design, training of trainers and coordination/cooperation.
2. Islamic education (Thaqafat-e-Islami) to be included into the programs.
3. Execution of the programs into time.
4. The foreign phrases not to be included into local languages Dari and Pashtu.

5. The level of the knowledge and field of the participants need to be taken into consideration.
6. Implementation of the programs in Afghanistan.
7. Conduction of specific (tailor-made) seminars (teaching curriculum).
8. Increase in transport to avoid loss of time.
9. Strictness in attendance.
10. Establishment of the beginners English language classes.
11. Establishment of cultural centers.
12. A literature/academic publication
13. The literature courses on Dari and Pashtu.

GROUP B:
The AITM programs are all effective and their continuation is essential.
- Proposal writing and report writing courses to be held in English.
- The gender training program needs to be in accordance to the knowledge of participants based on Islamic principles.
- The duration of some training workshops such as report writing and training of trainers need to be extended.
- The training in curriculum design must be expanded and it need to be implemented at schools also.
- Following programs need to be take into consideration:
    - Training in laboratory
    - Mother and Child Care
    - Human rights
    - Survey of NGOs for identification of their needs.
    - Computer training
    - Training of trainers for the teachers of the primary schools
- Chance to be given to the jobless people
- Conduction of the training workshops in two times in the morning and in the afternoon.
- The same training workshops for male.
- The training of principals and headmasters of the schools in management skills.
- To increase practical activities during the workshops.
- Conduction of tailor-made training based on specific needs.
- English conversation class.
- ToT in the English language.
- Extension in the duration of the three month English language training.

NEEDS IDENTIFICATION:
- Capacity building of the individual member of the society.
- Change in attitude.
- For the practice of the individual and society objectives.
- Survey need to be conducted in the various aspect of working environment.
- Establishment of training in the remote areas such as Quetta.

## CONCLUSION/RECOMMENDATIONS:

- The present program is effective, useful and valuable, thus we request for continuation of the program.
- Time allocation for conduction of the workshop in the morning as well as in the afternoon.
- Increase in the duration of the workshops such as: training of trainers, curriculum design, monitoring & evaluation, program management, financial management, report writing, coordination and cooperation.
- Chance for the participation in the workshops need to be given to jobless people too.
- Chance for the participation in the workshops need to be given to male also.
- Not to include English phrases in the Dari and Pashtu languages.
- Islamic studies/education to be included in the program.
- The gender training program needs to be in accordance to the knowledge of participants based on Islamic principles.

**The following courses need to be designed:**

- Teaching system/method for children need to be adapted.
- Training workshops in relation to the mother and child care.
- Computer training.
- English language for beginners.
- English language studies.
- Report writing in English.
- Proposal writing in English.
- Establishment of training courses in remote areas particularly Quetta.
- AITM has to have academic publication.

# AFGHAN INKISHAFE TARBIAWEE MARKAZ (AITM)

# REPORT ON (WORKSHOP) CONSULTATIVE MEETING

Monday 23rd July, 2001

| | |
|---|---|
| PARTICIPANTS: | Representatives from afghan women NGOs |
| FACILITATED BY: | Fazel-Rabi Haqbeen Managing Director |
| CO-FACILITATION BY: | Mr. Habibullah Rishtiani and Mr. Attaullah Zamar, Courses Coordinators |
| TRANSLATED BY: | Ms. Malahat Kamali, Course Coordinator |

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**Subject** PAGE

## LIST OF INVITEES:

1. Ms. Partumina. Hashimi. Director **AWRC**
2. Ms. Paluasha Hassan. Director. **NBSD/AWEC**
3. Eng. Sadozai. Director. WDPA
4. Eng. Razia Astanikzai. Training coordinator. **IRC/FEP**
5. Ms. Saara Hanif. Managing Director. **DACCAR Sewing Project**
6. Ms. Nafisa Khatibi. Director. **ECAW**
7. Ms. Aisha Jalali. Director, **RAWZANA**
8. Ms. Sakina Eaqub, Director, **AIL**
9. Ms. Mary Akramyar, Director, **AWSDC**
10. Ms. Amina. Director, **FGE**
11. Ms. Qudsia. Director, **HDCAW**
12. Ms. Shafiqa, Director, **AWF**
13. Ms. Fatana Gilani, Director, **AWC**
14. Ms. Dewa, Executive Manager, **AWN**
15. Ms. Rana Mustaan. Supervisor. **HCI**
16. Ms. Hafiaza Saey. In-Charge. female section. SIEAL
17. Ms. Jamila Afghani. Director. **NEN**
18. Ms. Murwaid. Director. **AWDC**
19. Ms. Trina Rahmanyar. Director. **KHH**
20. Ms. Nargis Manager **AISHA DURANI HIGH SCHOOL**
21. Ms. Rihana and Ms. Nazifa. Head Masters. **MARIAM HIGH SCHOOL**
22. Ms. Hamida. Manager **SAID -UMU-SALAMA HIGH SCHOOL**
23. Ms. Hamida Nooristani. Principal. **ABU ALI SINA HIGH SCHOOL**
24. Ms. Qamer Safi. Principal. **FATUMATULLZAHRA**

## LIST OF THE PARTICIPANTS:

1. Ms. Jamila. Director. **NEN**
2. Ms. Nargis. Health Educator. **AWEC**
3. Ms. Qamar Safi. Manager. **Fathem-tu -Zahra**
4. Ms. Nargis. Consultant. **Fathem-tu -Zahra**
5. Eng. Homa Khalid. Accountant. **AWSDC**
6. Ms. Rana Mustaan. Supervisor. **HCI**
7. Ms. Dewa. Executive Manager. **AWN**
8. Ms. Nazifa. Headmaster. **BeBe Maryam**
9. Ms. Nasreen. **SSGEC**
10. Ms. Zakia. Trainer. **SSGEC**
11. Ms. Atifa. Supervisor. **IRC**
12. Ms. Qudsia. Director. **HDCAW**
13. Ms. M. Haquqmal, Acting Director, **RAWZANA**
14. Ms. Nafisa Khatibi. Director. **ECAW**
15. Ms. Kamila. Headmaster. **ECAW**
16. Ms. Hamida Zia. Coordinator. **AIL**
17. Ms. Shafiqa. Director. **AWF**
18. Ms. Sahera. **AWC**
19. Ms. Zohra bayat. **AWC**
20. Ms. Trina Rahmanyar. Director. **Khorasan House (KHH)**

## TIMETABLE FOR THE MEETING OF HEADS OF THE AFGHAN WOMEN NGOS

| NO | TIME | SESSION |
|---|---|---|
| 1 | 0930 – 0940 | Recitation from the holy Quran |
| 2 | 0940 – 1000 | Introduction |
| 3 | 1000 – 1010 | Briefing by Managing Director on previous and current training programs |
| 4 | 1010 – 1030 | Questions and answers |
| 5 | 1030 – 1050 | Group work on point two of the agenda |
| 6 | 1050 – 1110 | Presentation |
| 7 | 1110 – 1130 | Tea break |
| 8 | 1130 – 1210 | Group work on points three and four |
| 9 | 1210 – 1230 | Presentations and comments |
| 10 | 1230 | Lunch |

## AGENDA:

1. Approval of the agenda
2. Comments and views on the previous and current capacity building program
3. Suggestions on future training program
4. Training needs
5. Any Other Business

## TRAINING PROGRAM FOR AFGHAN WOMEN

### BACKGROUND:

Afghan Inkishaafee Tarbiawee Markaz (AITM) was initially established as the Training Unit for Save the Children Fund (UK) in 1989. It was based in Peshawar and provided training in various fields. In 1993, when SCF (UK) phased out its program in Pakistan, the Training Unit was transformed into the Afghan NGO named AITM.

AITM has continued to provide training to staff members of other agencies, diversifying the courses provided and undertaking training in all parts of Afghanistan and in Pakistan. AITM offers training mainly in our local languages Dari and Pushto. The AITM tailor-made courses are designed to respond to the specific needs of various agencies.

The training is designed to address the needs of first, middle and senior level managers including extension workers and community members within the aid community. Training in the fields of Health, Management, Training and Extension Skills is to enable the recipients to take an active part in the rehabilitation and development of Afghanistan.

A significant number (4634 recipients) from 167 agencies (A/INGOs, UN, counterparts and community members) have benefited from the AITM training program so far. An important component of the training program is that over 30% of the participants in the courses are women. The most recent users of the AITM training program are: DACAAR, CARE, SCA, ATC, and AA beside a specific capacity building program for the staff members of Afghan women's NGOs or NGOs have program for Afghan women and for educated jobless Afghan women. The UNDP/World Bank funds the program under the Afghanistan Watching Brief (AWB) initiative entirely funded by the World Bank through regular UNDP cost sharing and execution by UNOPS.

Our main goal is to overcome the lack of skilled Afghans for the development of Afghanistan.

The trainers are Afghans and possess B.Sc./BA degrees with teaching and curricula designing experience from Afghanistan. In addition, individual trainers have had four through seven years of experience working with Save the Children (UK). Besides that they have received in-service training in Primary Health Care, Management, Training of Trainers and Extension skills. Apart from the support of the SCF UK training advisors, the trainers have also completed further coursework in training, training management, community participation and curriculum design in Pakistan, the UK and Sri Lanka.

***Information on the training program for Afghan women NGOs and female staff of NGOs working for women by Afghan male and female is as follows:***

### GOAL:

To overcome the lack of skilled Afghan women for development of Afghanistan

### OBJECTIVES:

- To provide training support on the basis of findings of Training Needs Analysis for the staff of NGOs working in Women's Programs and Jobless Educated Afghan Women
- To develop their ability and capacity to perform defined tasks and functions effectively, in-order to enhance the achievements of their organizations
- To take active part in rehabilitation and development process of Afghan community

## PHASE I:

- **Starting date**: September 1999
- **Completion date**: October 2000
- **Training target**: 287
- **Courses:** 11

1. Gender Training, **conducted thrice**
2. Project Planning & Proposal Writing, **conducted twice**
3. Participatory Rural Appraisal, **conducted thrice**
4. Business Marketing, **conducted twice**
5. Monitoring and Evaluation, **conducted once**
6. Report Writing, **conducted thrice**
7. Program Management, **conducted twice**
8. Motivation Community Participation, **conducted twice**
9. Coordination and Cooperation, **conducted once**
10. Account/financial Management, **conducted once**
11. Survey and Sampling, **conducted once**

- Total courses 11
- Total conduction: 21
- **Trained participants**: 363
- **NGOs benefited**: 49

## PHASE II:

- **Starting date**: October 15, 2000
- **Completion date**: October 31, 2001
- **Training target**: 430 recipients
- The first four courses increased in the curriculum of PII

1. Training of Trainers, **conducted twice**
2. Extension Worker Skills, **conducted once**
3. Curriculum Design, **not conducted yet**
4. English language with emphasize on writing skills, **conducted thrice,** the fourth session is in progress
5. Gender Training, **conducted thrice**
6. Project Planning & Proposal Writing, **conducted twice**
7. Participatory Rural Appraisal, **conducted once**
8. Business Marketing, **conducted twice**
9. Monitoring and Evaluation, **conducted once,** the second session is in progress
10. Report Writing, **conducted twice**
11. Program Management, **conducted thrice**
12. Motivation Community Participation, **conducted twice**
13. Coordination and Cooperation, **conducted once**
14. Account/financial Management, **conducted once**
15. Survey and Sampling, **conducted once**

- Total courses: 15
- Total conduction so far: 22
- **Trained participants so far**: 338
- **Under training**: 31
- **NGOs benefited so far**: 33

**PART ONE:**

**Goal**: To overcome the lack of skilled Afghan Women for the development of Afghanistan.

**Beneficiaries of the program:**
- Female employees of Afghan women NGOs.
- Female employees of organizations with female programs.
- Jobless educated Afghan women.

***<u>The participants were divided into four groups and they were given the following question: Please express your views on the weakness, strength, effectiveness and ineffectiveness of the program's first phase 1999-2000 and the present phase 2000-2001.</u>***

**First group:**
The training programs are useful and effective because:
- The contents are practical.
- Instructors have academic competency, well explaining the topics/matters.
- Various effective methods are used.
- Enables individuals to be capable and ready for their field of work.
- Strengthen individuals for the field of work.
- Continuation of such workshops in the various fields of work.
- The distribution of handouts/materials to the participants at the end of each session/training.
- By the end of every session participants are given the opportunity to express their views and comment on the training course.

**Second Group:**
- Management and all other courses are very useful.
- Establishment of the English classes and Management Workshops is a very good chance of learning for Afghan women.
- By receiving these trainings specially Management, Afghan sisters gent more chances of employment in NGOs.
- For the ones who are employed in NGOs, it is a good opportunity to learn more for better performance.

**Third Group:**
**Effectiveness:**
- All the trainings are useful and effective.
- They develop the recipients' knowledge, skills and attitudes.
- They create a feeling of self-confidence among the participants.
- Create the ability of innovation and initiation among the participants.
- Inform the recipients from the status and problems of the community.

**Ineffectiveness:**
- Gender awareness courses is controversial.
- The duration of some of the courses is short.
- Participants' level of knowledge is not kept in consideration.

**Fourth Group:**
**Effectiveness:**
- The programs of phase II are more effective than the programs of phase I specially in the courses of Curriculum design, Extension Workers, Training of Trainers and Accounting.

- The accounting program of this year is useful and effective than last year.
- These programs provide opportunities of employment for female.
- Improve the capacity of educated women.
- Provides the chances of communication/relationship and exchange of work experience among different organizations.
- The use of all training methods especially role-play in the classes is very effective.

**Ineffectiveness:**
- No training opportunity is given for men.
- The views of the participants are not taken into consideration in the courses of the next phase.
- No gender equity in the trainers.
- Changes are not seen in the contents of the practical work.

**PART TWO:**

***In this stage of the program the participants were asked to express their views and work on the two points the third and fourthitems of the agenda. The method of snowballing was used for this approach. The points were:***
- Views and suggestions on future training program
- Training needs

**Individual work**

**Engineer Huma Khalid from AWSDC**
- The program of curriculum design should be expanded so that the future generation of Afghanistan will be educated with high spirits.
- Peace education should be considered.
- Program of mother and childcare, which is very common and necessary for the role of women in the society, needs to be considered.
- Training/health education and households hygiene needs to be included in the program.
- Gender program should be flexible according to the spirits of the participants.

**Training Needs:**
- In common, trainings are necessary for the development of the level of knowledge of the individuals and the society.
- These trainings are necessary for the improvement of the individuals' attitudes.
- They are necessary for the achievement of the community goals.

**Ms. Trina Rahmanyar from KHH**
- As the trainings of AITM have been effective, they should be continued for the better understanding and work of the recipients.
- Trainings should be organized according to the needs of the organizations.
- For the assessment of the training needs, needs assessment is to be done in different organizations.
- Candidates for the courses should be categorized according to their fields of work such as education, health, management and so on and the trainings are needed to be provided according to their needs.

**Ms. Qudsia from HDCAW**
- Workshops also need to be held in both morning and in the afternoon times.
- Male employees of the organizations also need such trainings.
- Beside English courses, there is an essential need of computer training among the employees of the organizations.
- Provision of laboratory trainings is needed for schoolteachers.
- Evaluation papers need to be explained for the organizations.
- Training program for headmasters and principals of schools in management is an essential need.

- To avoid time waste in pick and drop.

**Ms. Aatifa from IRC**

- Participants' level of knowledge and understanding needs to be kept in consideration so that the recipients can be benefited equally.
- Time of review for such courses as Report Writing, Management, Training of Trainers, Coordination Cooperation, Curriculum Design needs to be prolonged.
- Importance to be given to attendance.
- Transportation and identification of needs.
- Renewal of the contents in local languages.

**Ms. Sahera from Um-e-salma Education Center**

- Management and Accounting courses should be held more frequently than gender classes.
- Time of certain courses should be prolonged.
- Terms in the contents of the training materials are better to be given in our local languages.
- Time of the practical work needs to be prolonged.
- Female trainers also need to take part in training participants.
- All the organizations and schools need to be informed about the training programs by formal correspondence.
- It is better if the recipients of these trainings are the members of organizations or education centers.
- Presentation of the activities and work of the organizations should be written in local languages in addition to English language in the documents.

**Ms. Kamila from ECAW**

- Teacher training programs are better to be held during the summer holidays.
- Beginner English classes and computer classes also need to be planned.
- If possible custom and culture awareness courses should be arranged.

**Ms. Saira Sharif from AWC**

***Since it is the first time I am participating in such kind of workshop, it is quite interesting and it looks so important. It is interesting because it reminds me of the time when I was studying 15 years ago.***
From these programs not only those who are skilled but also those who are not in the field can benefit.

***Secondly, I couldn't understand why most of the terms that are used by the presentation or these sisters are in English. I couldn't get if the purpose of these courses is only capacity building or something else too.***

**Ms. Rana from HCI**

- Workshops need a reasonable length of time.
- Prioritization should be done among the programs. For instance, report Writing and Management courses need to be held more frequently.
- Suitable ways of solution for the conflicts of gender programs are needed be found.
- Computer training should be the first item of your future plans.

**Ms. Qamar Safi From Fatima-tu-zahra Education Center**

- Expectations of the beneficiaries/organizations need to be considered before the arrangement of the training schedule.
- That is better to arrange the schedule after the participants give their suggestions.
- Time of some of the workshops Management and Account need to be prolonged.
- Training needs to be planned according to the needs of the organizations.
- Changes need to be brought to the contents of the workshops according to the suggestions of the participants.